

# Fire and Emergency Medical Services Department FY2021

Agency Fire and Emergency Medical Services Department

Agency Code FBO

Fiscal Year 2021

**Mission** The mission of the Fire and Emergency Medical Services Department (FEMS) is to preserve life and promote health and safety through excellent pre-hospital treatment and transportation, fire prevention, fire suppression, rescue activities, and homeland security awareness.

## Strategic Objectives

Objective Number	Strategic Objective
1	Embrace a supportive work environment focused on creating a safe, competent and professional workforce team.
2	Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements.
3	Build collaborative relationships within our community to improve service delivery.
4	Deliver timely, high quality and effective services to better serve the needs of our community.
5	Create and maintain a highly efficient, transparent, and responsive District government.

## Key Performance Indicators

Measure	Directionality	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
<b>1 - Embrace a supportive work environment focused on creating a safe, competent and professional workforce team. (3 Measures)</b>					
Number of FEMS personnel injured while at work	Down is Better	345	321	335	300
Number of labor/management partnership meetings scheduled and attended by executive managers	Up is Better	48	64	49	36
Number of FEMS operated vehicles involved in collisions	Down is Better	New in 2021	New in 2021	New in 2021	New in 2021
<b>2 - Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements. (3 Measures)</b>					
Percent of time ambulances in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Down is Better	29%	29.3%	27.1%	25%
Percent of time fire engines in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Down is Better	33.4%	34.8%	28%	25%
Percent of time fire ladder trucks in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Down is Better	40.2%	43.6%	31%	25%
<b>3 - Build collaborative relationships within our community to improve service delivery. (1 Measure)</b>					
Number of times the FEMS web site was visited to access service, program or performance measurement content	Up is Better	147,323	134,559	Not Available	300,000
<b>4 - Deliver timely, high quality and effective services to better serve the needs of our community. (31 Measures)</b>					
Percent of structure fire calls when a first responding fire engine arrived in 5 minutes 20 seconds or less	Up is Better	95.2%	92.4%	94.3%	90%
Number of fire safety education presentations completed for pre-school/kindergarten age children	Up is Better	200	235	61	200
Number home fire safety/smoke alarm installation visits completed for District residents	Up is Better	2346	2143	405	2000
Percent of residential structure fires where flame spread was confined to the room or structure of origin	Up is Better	96.7%	94.6%	97.5%	95%
Percent of residential structure fires where flame spread was confined to the room of origin	Up is Better	80.2%	81.1%	84%	80%
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less	Up is Better	61.7%	54.9%	53.4%	90%
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less and a Paramedic arrived in 9 minutes or less	Up is Better	51.2%	44.7%	43.7%	90%
Percent of highest priority EMS calls when a first responding EMT arrived in 5 minutes or less and two Paramedics arrived in 9 minutes or less	Up is Better	66.1%	62.4%	54.4%	90%
Percent of higher priority EMS calls when a FEMS transport unit arrived in 9 minutes or less	Up is Better	82.9%	80.1%	77.8%	90%
Percent of all patients who were individually identified as being transported 10 or more times during a 12 month period by an FEMS transport unit	Down is Better	0.4%	0.5%	0.5%	1%
Number of participants who attended FEMS "hands only" CPR/AED familiarization training program events	Up is Better	16,885	18,651	5224	25,000
Percent of all patient transports for patients individually identified as being transported 10 or more times during a 12 month period by an FEMS transport unit	Down is Better	4.5%	4.9%	5.1%	10%
Number of civilian fire fatalities	Down is Better	4	9	6	10
Percent of "structural" arson fires cleared by arrest or exceptional means	Up is Better	18%	25.4%	21.6%	25%
Percent of patients surveyed who indicated they "agreed" or "strongly agreed" that FEMS personnel acted courteous and respectful during an EMS call	Up is Better	95.2%	91.7%	91.8%	95%
Percent of patients surveyed who indicated they were "satisfied" or "very satisfied" with the services they received during an EMS call	Up is Better	95.4%	92.3%	92.2%	95%
Percent of structure fire calls when a first alarm assignment arrived in 9 minutes 20 seconds or less	Up is Better	92.2%	85.5%	89.5%	90%
Percent of high-rise structure fire calls when a first alarm assignment arrived in 11 minutes 30 seconds or less	Up is Better	73.4%	53.6%	59.7%	90%
Percent of EMS patient transport calls when a FEMS transport unit returned to service in 30 minutes or less after arriving at a hospital with a patient	Up is Better	22.9%	20.6%	18.2%	50%
Percent of residential structure fires without a working smoke alarm	Down is Better	11.8%	12%	15.5%	8%
Percent of EMS responses originating from a 911 request for patients who receive treatment to correct their hypoglycemia	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of EMS responses originating from a 911 request for patients less than 18 years old with primary or secondary impression of respiratory distress who had a respiratory assessment	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of EMS responses originating from a 911 request for patients 2-18 years of age with a diagnosis of asthma who had an aerosolized beta agonist administered	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021

Measure	Directionality	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
Percent of EMS responses originating from a 911 request for patients less than 18 years of age who received a weight-based medication and had an estimated weight in kilograms or length-based weight estimate documented during the EMS response	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of EMS responses originating from a 911 request for patients with status epilepticus who received benzodiazepine aimed at terminating their status seizure during the EMS response	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of EMS responses originating from a 911 request for patients suffering from a suspected stroke who had a stroke assessment performed during the EMS response	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of EMS responses originating from a 911 request for patients with injury who were assessed for pain	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of EMS transports originating from a 911 request for patients whose pain score was lowered during the EMS encounter	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of EMS responses originating from a 911 request for patients who meet CDC criteria for trauma and are transported to a trauma center	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of EMS transports originating from a 911 request during which lights and sirens were not used during patient transport	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of patients referred to and diverted by the Nurse Triage Line surveyed who indicated they were "satisfied" or "very satisfied" with the services they received during an EMS call	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021

## Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Embrace a supportive work environment focused on creating a safe, competent and professional workforce team. (7 Activities)</b>			
PERSONNEL	Personnel	Attract, recruit and retain high performing and diverse workforce team members.	Daily Service
TRAINING AND EMPLOYEE DEVELOPMENT	Training And Employee Development	Train and develop our workforce team members to become competent professionals.	Daily Service
TRAINING AND EMPLOYEE DEVELOPMENT	Training And Employee Development	Train and develop our workforce team members to become professional leaders.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Continually strengthen our organizational culture to value community involvement and public service by our workforce team members.	Daily Service
RISK MANAGEMENT	Risk Management	Continually strengthen our organizational culture to improve the safety and health of our workforce team members.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Continually strengthen our organizational culture to recognize and appreciate the contributions made by our workforce team members.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Continually strengthen our labor/management partnership to collaboratively achieve organizational success.	Daily Service
<b>2 - Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements. (6 Activities)</b>			
PROPERTY MANAGEMENT	Property Management	Ensure that our buildings and facilities meet acceptable health, occupational, living and working requirements.	Daily Service
FIELD INFRASTRUCTURE	Field Infrastructure	Ensure that our emergency vehicles are reliably maintained, safely repaired and available for use.	Daily Service
INVENTORY MANAGEMENT	Inventory Management	Ensure that our tools, equipment and supplies are reliably maintained, safely repaired and available for use.	Daily Service
INFORMATION TECHNOLOGY	Information Technology	Continually leverage technology to support our service delivery requirements.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Continually optimize resources to support our service delivery requirements.	Daily Service
AGENCY FINANCIAL OPERATIONS	Agency Financial Operations	Ensure that all resources supporting our service delivery requirements are fiscally sustainable.	Daily Service
<b>3 - Build collaborative relationships within our community to improve service delivery. (4 Activities)</b>			
Community Trust	Community Trust	Build and improve community trust by sharing information with the public and media.	Daily Service
PUBLIC OUTREACH	Public Outreach	Build and improve relationships within our community to better understand service delivery expectations.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Build and improve relationships with other District agencies to better integrate services for our customers.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Build and improve relationships within the region to better share resources with our partners.	Daily Service
<b>4 - Deliver timely, high quality and effective services to better serve the needs of our community. (15 Activities)</b>			
EMERGENCY MEDICAL SERVICES OPERATIONS	Emergency Medical Services Operations	Compassionately care for our sick and injured patients.	Daily Service
EMERGENCY MEDICAL SERVICES OPERATIONS	Emergency Medical Services Operations	Improve services for our patients with time sensitive illnesses and injuries.	Daily Service
PUBLIC OUTREACH	Public Outreach	Improve health safety awareness in our community through public outreach and education.	Daily Service
FIRE/RESCUE OPERATIONS	Fire/Rescue Operations	Quickly control and extinguish fires.	Daily Service
SPECIAL OPERATIONS	Special Operations	Rescue victims of fires and other emergencies.	Daily Service
HOMELAND SECURITY	Homeland Security	Prepare for natural disasters or other catastrophic events that may take place in our community.	Daily Service
INSPECTIONS	Inspections	Reduce threats to the lives and property of our community residents by preventing fires.	Daily Service
INVESTIGATIONS	Investigations	Reduce threats to the lives and property of our community residents by investigating the cause and origin of fires.	Daily Service
PUBLIC OUTREACH	Public Outreach	Improve fire safety awareness in our community through public outreach and education.	Daily Service
STATE SAFETY OVERSIGHT PROGRAM	State Safety Oversight Program	Reduce threats to lives and property in our community by providing safety and security oversight of the District Streetcar System.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Improve the timeliness of our services by monitoring and evaluating response time measures.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Improve the quality of our services by monitoring and evaluating the professional competence of our workforce team members.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
PERFORMANCE MANAGEMENT	Performance Management	Continually use information and analytics to guide decision making for improving our services.	Daily Service
EMERGENCY MEDICAL SERVICES OPERATIONS	Emergency Medical Services Operations	Identify alternatives for patients who routinely use our services for access to healthcare.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Build and improve public confidence in our services by exceeding customer expectations.	Daily Service

## Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
<b>2 - Agency Financial Operations (2 Measures)</b>			
EMS patient transport revenue	\$22,698,400	\$24,705,591	\$22,033,274
Fire Prevention fee and permit revenue	562,133	678,945	449,745
<b>4 - Emergency Medical Services Operations (7 Measures)</b>			
Number of FEMS patient transports	53,322	54,725	45,996
Number of "higher priority" (time-sensitive) EMS incidents	64,288	57,851	56,514
Number of "highest priority" (very time-sensitive) EMS incidents	5032	4948	5835
Number of "lower priority" (not time-sensitive) EMS incidents	98,782	110,206	101,649
Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	590	719	688
Number of patient transports for individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	9166	10,481	10,353
Number of EMS incidents	168,102	173,005	163,998
<b>4 - Fire/Rescue Operations (5 Measures)</b>			
Number of fire incidents	35,071	30,889	29,205
Number of "structure fire" incidents	2624	2752	2695
Number of "structure fires" extinguished	749	668	635
Number of "residential structure fires" extinguished	658	576	550
Number of "other fires" extinguished	1403	1210	1275
<b>4 - Inspections (3 Measures)</b>			
Number of occupancies inspected	11,602	13,540	10,530
Number of fire code violations observed	14,661	23,387	16,521
Number of fire code complaints investigated	402	335	461
<b>4 - Investigations (2 Measures)</b>			
Number of fires classified as "arson"	202	158	195
Number of "arson" arrests	22	10	16
<b>4 - Performance Management (1 Measure)</b>			
Number of emergency incidents	207,492	212,459	201,130

## Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Emergency Medical Services Operations (1 Strategic Initiative)</b>		
Expanded pre-hospital stroke screening and care for patients in Ward 7 and 8	During FY 2021, the Department will expand pre-hospital stroke care screening for all suspected stroke patients, the majority of whom are Wards 7 and 8 residents. All patients will be screened for a diagnostic impression of weakness, slurred speech, altered mentation, sudden and severe headache, and falls for patients over age 65 with a FAST (Face, Arms, Speech, Time) screen. For those with a positive FAST screen a Vision, Aphasia and Neglect (VAN) stroke screen will also be performed. A positive VAN screen will likely indicate the presence of a Large Vessel Occlusion (LVO), requiring transport of the patient to a Comprehensive Stroke Center (CSC) for the most effective treatment. Results will be reported quarterly including the percentage of LVO screening with the VAN tool for all FAST positive screening. FEMS CQI will report quarterly the percentage of LVO transported to CSC's.	09-30-2021
<b>Fire/Rescue Operations (2 Strategic initiatives)</b>		
Update firefighting Standard Operating Guidelines (SOG) and Incident Command System (ICS) procedures for structure fires	During FY 2021, the Department will update firefighting standard operating guidelines (SOG) for structure fire incidents with a focus on improved operational discipline and the effective deployment of resources by the Initial Incident Commander. National Fire Protection Association (NFPA) 1561 (Standard on Emergency Services Incident Management System and Command Safety) will be used to expand incident management procedures compliant with the National Incident Management System (NIMS). Members will then be trained on the changes by the end of FY 2021.	09-30-2021
Proceed with the contract design and engineering of a new primary marine fire and rescue boat for District waterways	During FY 2021, the Department will select a firm to design and engineer, along with the option for construction management, a new primary marine fire and rescue for District waterways. The rapid expansion of development and uses of the District's waterways requires the Department to be able to rapidly and effectively respond to fire and rescue incidents on the Potomac and Anacostia Rivers, and to be available for regional rescue needs.	09-30-2021
<b>Information Technology (1 Strategic Initiative)</b>		
Design and purchase comprehensive new reporting system	During FY 2021, the Department will develop requirements for and purchase a modernized, unified system for reporting across patient care reports, fire reports, and fire prevention inspections and investigations.	09-30-2021

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Performance Management (1 Strategic Initiative)</b>		
Pilot a system for personnel performance plans	During FY 2021, the Department will create a personnel performance plan system for all operational and civilian personnel. This system will be based on best practices, will involve direct communication among leadership, middle management, and frontline workers, and will be the basis of potential future procurement of technology to streamline the process. FY2021 will be the pilot year for this initiative.	09-30-2021
<b>Public Outreach (1 Strategic Initiative)</b>		
Deliver a virtual fire safety public education program entitled "What's Cooking Seniors"	During FY 2021, the Department will partner with the DC Department of Aging and community partners to deliver a public education program entitled "What's Cooking Seniors." The virtual (online) fire safety education program will focus on cooking and kitchen safety and will be coordinated with independent and assisted living senior residential buildings and management. Awareness on electrical and home heating fire prevention, smoking and oxygen safety, escape planning in case of fire, smoke alarm/carbon monoxide alarm maintenance, and fall prevention will also be included.	09-30-2021
<b>Risk Management (4 Strategic initiatives)</b>		
Implement a Continuous Quality Improvement (CQI) program for vehicle operators and install collision avoidance systems	During FY 2021, the Department will implement a Department Drivers' Continuous Quality Improvement (CQI) program to improve operator safety and collision investigations. All vehicles will be equipped with cameras and collision avoidance systems. Policies will be implemented to regulate the maintenance, use, responsibilities and access to drive cams and collision avoidance systems and to establish the CQI program that will periodically monitor emergency responses and provide feedback to drivers.	09-30-2021
NA	NA	11-15-2020
Deliver SCBA and PPE cancer reduction training and create standardized inventory	During FY 2021, the Department will develop and deliver new training and improve fireground cancer reduction strategies regarding Self-contained Breathing Apparatus (SCBA) and Personal Protective Equipment (PPE) cleaning. Decon equipment and supply availability policies will be reviewed to determine improvement opportunities. A standard inventory of decon supplies and equipment for decontamination of toxins including wipes, brushes, nozzles, and sprays, based on National Fire Protection Association (NFPA) standards and best practices will be established and the fireground decon policy will be updated to reflect changes.	09-30-2021
Engage workforce in improving mental and physical health through in-person trainings, virtual resources, assessments, and analysis	During FY 2021, the Department will provide in-person trainings, virtual resources, assessments, and analysis to improve the mental and physical health of its workforce. This multidisciplinary approach is designed to optimize mental and physical health, increase productivity, and maximize performance and longevity in all spheres of life. The Department will engage with a vendor specializing in human performance development for paramilitary organizations, will provide plans for health and wellness goals individualized to members' specific health needs, increase the participation of members through personalized engagement and incentives, and engage successful participants on methods for increasing use Department-wide.	09-30-2021
<b>Training And Employee Development (2 Strategic initiatives)</b>		
Improve Basic Life Support (BLS) skill evaluation and mentoring process for Emergency Medical Technician (EMT) personnel	During FY 2021, the Department will update and improve the mentoring and Emergency Medical Services (EMS) skill evaluation process for Basic Life Support Services personnel. Additional skill assessment requirements will be added to the current monthly probationary tests such as setting up IV supplies, placing electrodes and wires for EKG, and assisting intubation equipment. The Department will also update the current skill requirements to include the following: 1) Assessing the use of the Nurse Triage Line (NTL), 2) Assessing the transfer of patients to the third party provider transport services, and 3) Advanced Life Support (ALS) assist skills.	09-30-2021
Complete "Fire Control Room" hands-on familiarization training for personnel	During FY 2021, the Department will complete "Fire Control Room" hands-on familiarization training. The Fire Prevention Division will identify one (1) high-rise building or structure within each Company local alarm area. On-site informative fire control room visits involving fire inspectors and on-duty company personnel will take place at each building to review general requirements, fire service features, and equipment available for firefighter use.	09-30-2021